



SYDNEY

INTERNATIONAL
CONVENTION
CENTRE

ICCA MARKETING AWARD 2017

**FEEDING YOUR PERFORMANCE – CREATING A
LASTING LEGACY**

Date: 16 September 2017

1 CAMPAIGN SUMMARY

International Convention Centre Sydney (ICC Sydney) set out to develop a communications and marketing strategy that would position its new brand, its new venue proposition and its new management team and position the venue as one of the world's most desirable business events destinations, driving sales and building advocates before its December 2016 opening. With no physical venue to showcase or case studies yet in play, and a complex stakeholder environment to navigate, the task of marketing ICC Sydney presented both a unique challenge and an unparalleled opportunity for the team to disrupt the status quo.

Following industry research across the business events and broader hospitality sector (most notably fine dining restaurants), ICC Sydney developed an industry leading food and beverage marketing strategy that responds to global issues of food security, urbanisation and health, while making a positive difference for clients and delegates, created rich content to create communities on its new communication channels and boosting sales prior to the venue's opening.

Launched in February 2016, the Feeding Your Performance (FYP) campaign commenced during the venue's pre-opening period, showing the world its incredible work behind the scenes and providing clients with assets to help secure their events and market to their members well before the venue opened.

The industry-first campaign acknowledges how the nutritional value of food is just as important as its provenance and embraces the delivery of 'smart' menus comprising fresh, seasonal and ethically sourced ingredients, expertly combined to drive the physical and mental performance of delegates.

Story telling is a core component of the campaign, as it is the imagery and story of the farmers and nutritionists that resonates with clients and delegates at a far deeper level than if we told the story alone.

Over the last 18 months, ICC Sydney has created a lasting legacy, working with nutritionists on energy boosting menus, with regional producers and farmers to discover nutrient rich produce, building a community of advocates and creating content rich communication channels while making a difference in the communities we reach.

To date, ICC Sydney's FYP philosophy has been featured in **82 pieces of coverage**, including print, broadcast and online, reaching an audience of almost half a million with an AVE of over **\$1.8 million** from a culinary campaign budget of under \$300,000. ICC Sydney opened with over 500 events secured valued at over AU\$160 million in event revenue.

The Key Performance Indicator targets:

Drive sales

- Open with at least 300 events booked
- Book AU\$100 million in event revenue prior to opening

Support clients

- Boost attendance at client events
- Achieve a client satisfaction rating of at least 70%
- Deliver a suite of assets to support member communications prior to opening

Engage with industry to set a new standard

- Create advocates within every segment of our stakeholder wheel

Create media awareness & drive engagement

- Achieve social media engagement levels higher than the industry standard
- Secure at least 30 key media stories across the six key campaign elements (events) with an AVE of at least one million dollars

Have a positive impact on our community

- Deliver an economic impact for the communities that our supply chain reaches
- Embed across every ICC Sydney department

2 MARKETING CHALLENGES

The ultimate challenge was marketing a venue, especially its services, with only a construction site to show.

Second was to build an engaged community of clients and advocates and to activate newly created digital communication channels.

Finally, as a new venue, the campaign had to reach all stakeholders in all markets with a finite budget prior to operation and revenue.

3 INNOVATION & CREATIVITY

ICC Sydney's innovative approach to marketing its culinary services is more than showcasing a paddock to plate offering and tasty, healthy substitutes; it became the platform from which we launched our social media assets, its marketing assets became rich content for our bedrock channels (EDMs, website, news and bi-annual publication Sydney Views), from the launch of FYP in 2016 through to today it remains a key talking point for our entire stakeholder set. Today, it is enabling us to make a difference for both clients and delegates and the broader community.

The campaign and its steps to success are outlined as follows:

3.1 Research

- Business Events Australia Association Decision Making research tells us that venues have an influence on decision making
- AEG Ogden convention centre research informs that two key barriers to successful events are food and visual experiences. Somewhere venue managers can make a positive difference.
- Tourism Research Australia and Destination NSW Instinct and Reason research informs that food and wine experiences drive visitation – a key finding is that people are increasingly knowledgeable about, and engaged in food and wine and are seeking 'authentic experiences and products
- In January 2015 accredited research company, Neilson, released a global study titled [We Are What We Eat: Healthy Eating Trends Around The World](#). This study highlighted the then-emerging trend of conscious healthy eating. Research showed that consumers seek fresh, natural and minimally processed food, as well as sustainably sourced produce. Of particular note was the 43% of respondents who cited food with natural ingredients and those without genetically modified organisms as very important when aspiring to healthy eating.
- Having conducted Industry-wide research, ICC Sydney determined that it was more important to focus on reducing the gap between a "convention" experience and a "personal" experience (consumer expectations from their personal fine dining experiences). The added its in the fine dining spectrum of the food and restaurant industry and analysed the expectation of those consumers as well as the top tier corporates.

3.2 Engage partners and develop assets

Responding to research and healthy eating industry trends, ICC Sydney identified and engaged well known Sydney nutritionists to help unlock the science behind ingredients and create menus, which tick the boxes of both style and nutrition.

Designed to sustain the energy of delegates throughout a conference or full day seminar, nutrition was given equal importance to the taste and presentation of the food.

With a test kitchen established at a local teaching college, ICC Sydney scheduled a series of photo shoots to support the new menus.

A large and broad network of artisan farmers and producers was developed as ICC Sydney sought to develop relationships across its supply chain and documented its visits to regional farms to meet with produce suppliers.

ICC Sydney's culinary brand creation is supported by a set of guidelines outlining the tone and direction for the marketing campaign's print and digital assets, including culinary menus and packaging design.

Quality execution was supported by the engagement of a food stylist and food photographer for shoots in the test kitchen.

Providing further rich content for social channels, video assets were developed to show the depth of the Feeding Your Performance campaign.

Marketing collateral and client assets include fact sheets, an ICC Sydney Culinary Philosophy Feature Book, a Menu Collection featuring ICC Sydney suppliers, a Wine Collection, Wine Collection Tasting Notes and menu cards underscored by a culinary section on the website.

Video assets ranged from short introductions to suppliers at their farms Old Saltys Oysters; Willowbrae Cheese; Eden Mussels or Hawkesbury region producers at the Cooks' Co-op to more in depth videos:

Feeding Your Performance Launch Video

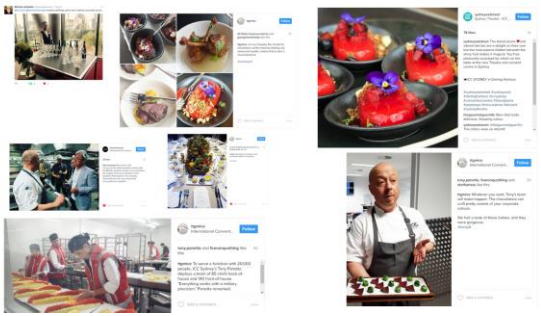
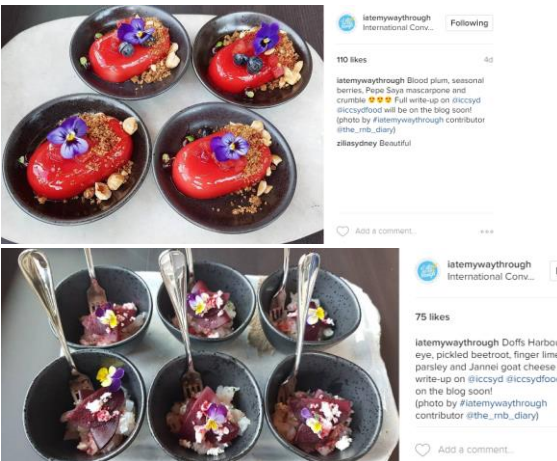
NSW Regional Producer Video

Sydney Views – Feeding Innovation Edition

3.3 Schedule a calendar of activity to launch, engage and amplify the message

The following top line events, or campaign elements, were developed from which to engage stakeholders and influences to communicate and amplify ICC Sydney's Feeding Your Performance campaign. This helped to articulate the preparation in place prior to opening and then the success of its operations post opening.

Event/Campaign Elements	Actions	Results
February 2016 – FYP launch Timed to coincide with Australia's only international business events trade show (AIME) held in Melbourne	Development of rich content to launch ICC Sydney social channels Hosted media, industry and local stakeholders	<u>Media coverage had an Advertising Value Equivalent (AVE) of over AUD1 million.</u>
May 2016 – Sydney Views Feeding Innovation Launch Launched at IMEX Frankfurt in May 2016	Press conference. Client engagement asset development . ICC Sydney's in-house developed publication details the outputs of the campaign including menu reviews by nutritionists, interviews with producers and introduces ICC Sydney's executive chef.	Media coverage across business events and PR trade. AVE of \$220k Amplification of messages by contributors through their social channels and networks. Sydney Views Launch – Media Coverage February saw four pieces of coverage in B&T, Social Diary, TTG Asia and Influencing. 
September 2016 - Wine selection announcement to comprise 80% local winemakers	Press conference with Minister for Trade, Tourism and Major Events	AVE of over \$500k Online reach across Sydney metro publications to six million people.
October 2016 - Industry Showcase	A test event with 1,000 guests in ICC Sydney's Ballroom prior to its opening focussed on its Feeding your Performance campaign featuring interviews with Dr Jo McMillion; Tony Panetta and Sommelier William Wilson.	Showcase Instagram Activation results: 175 accounts posted to social and produced 310 images from the event of People & Food resulting in 208.4K Reach. Engagement of almost 20% of 800 guests.
Feb 2017 – Food & Wine Pairing	Update to international media visiting during AIME, ICC Sydney invited food writers and bloggers	Generated 30 posts from bloggers and trade media. <u>Wine Communicators Australia Twitter Post</u>

	to experience a new take on FYP that showcased a food and wine pairing experience presented by the executive chef and sommelier.	Reach 5K A delicious success! @ICCSyd Food & Wine Pairing - see the full spread here! Follow up media resulted in four features stories, with an AVE of approx. \$150k, including a Culinary Experience video from Biz Events Asia  latemywaythrough Instagram - 23.2K Followers 
May 2017 – UTS Case Study Launch Held during IMEX Frankfurt	A press conference to launch ICC Sydney Feeding Your Performance – Creating a legacy case study	

		<i>ICC Sydney FYP video produced by The Iceberg – industry leading business events publications.</i>
Ongoing social posts across both ICCS Syd and ICC Sydneyfood channels	Ongoing food, trade and metro media families continue to drive engagement on our channels and engage our ever growing list of clients. Menu updates, photo shoots continue.	Instagram @Foodservicemagazine 1026 followers 

FYP Opening Campaign budget

2016 Media Famil and collateral \$75,000

2016 FYP Sydney Views \$35,000

2016 Wine announcement and collateral \$7,000

2016 Industry Showcase Dinner, collateral, influencer, video costs and social media activation \$5,000

2016 Food Styling, Photography & Filming \$42,000

2017 Food and Wine Pairing Famil and collateral \$12,000

2017 UTS Case Study and collateral \$15,000

2016/17 (18 months) of Press Office \$ 90,000

TOTAL SPEND = AU\$281,000

3.4 Measure Success

DRIVE SALES

TARGETS

- Open with at least 300 events booked ✓
- Book AU\$100 million in event revenue prior to opening ✓

RESULTS

ICC Sydney opened with over 500 events secured valued at over AU\$160 million in event revenue. Today we have more than 1,000 events booked and have already welcomed more than one million visitors.

SUPPORT CLIENTS

TARGETS

- Boost attendance ✓
- Achieve a client satisfaction rating of at least 70% ✓
- Deliver a suite of assets to support member communications ✓

RESULTS

FYP is assisting to boost attendance at events by providing clients with assets to boost attendance.

For example, in the instance of Pathology Update 2017, the ICC Sydney culinary team partnered with the client and designed a bespoke low-sugar menu. The client believes the marketing of our culinary offering helped drive their record attendance, up 18% on the previous year. Further spikes in attendance continued to be reported <http://www.iccsydney.com.au/news/Articles/Event-Attendance-Numbers-On-The-Rise>

ICC Sydney client satisfaction surveys are currently achieving an 83% satisfaction rating for catering services.

As outlined in 3.3 above, client assets were created and distributed from February 2016.

ICC Sydney is experiencing a 20% repeat booking rate with the number set to rise as more events are held.

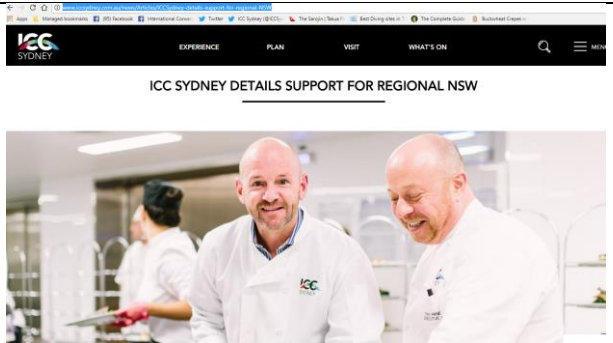
ENGAGE WITH INDUSTRY TO SET A NEW STANDARD

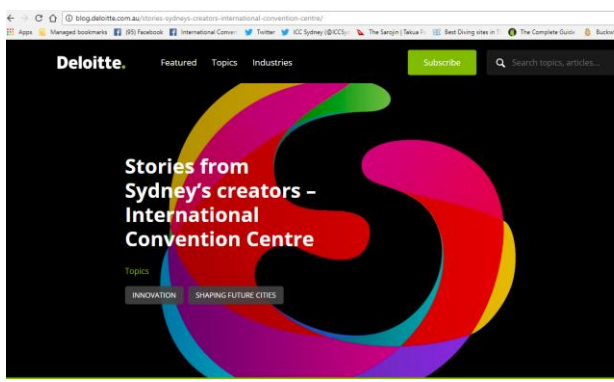
TARGETS

- Create advocates across every segment of our stakeholder wheel ✓

RESULTS

Stakeholder	Evidence	Highlight
Clients	Participation in ICC Sydney case studies and articles to demonstration success has supported the development of client advocates. These interviews are covered in a cross section of ICC Sydney communication channels.	Eve Proper, Events and Sponsorship Manager of Royal College of Pathologists of Australasia, said the FYP "concept is brilliant" and was impressed to see "ICC Sydney take an industry leading stance and embrace medical research to inform its approach...bringing health and wellbeing to the fore as a key industry issue". She went on to say that "as an event organiser who often spends multiple days in convention centres, for the first time I felt energised at the end of each day instead of bloated and sluggish."

Government	Support from all tiers of Government is strong and ICC Sydney has advocates across most portfolios of the New South Wales State Government who often participate in media activities at ICC Sydney. <i>Following ICC Sydney's lead, Minister for Trade and Industry is seeking to amend the State's legislation to ensure that government venue's apply a Feeding Your Performance lens on their supply chains and food and beverage focus on local.</i>	
Direct Industry & Associations	Local city think tank, the <u>Committee for Sydney</u> created an <u>event</u> called 1+1 = 5 to showcase how the city is driving benefits for regional areas, using ICC Sydney is a key presenter. The <u>Centre for the Economic Development of Australia</u> invited how ICC Sydney to present on FYP as a mechanism to drive visitation in Sydney. ICC Sydney was invited by ICCA to submit its FYP case study to UNWTO during its Year of Sustainable Tourism.	
Destination Marketing Partners	Tourism Australia has reached out 6 times over the past 12 months to use ICC Sydney content in its advertising buys, stretching from September 2016 to July 2017, resulting in a reach of printed 176,000. ICC Sydney was also the first convention centre to be included in the national tourism body's <u>Restaurant Australia campaign</u>.	
Influencers & Media	Invited to media famils throughout the program, Sydney food influencers are talking about us across a range of media opportunities. Local food and media influencer, Simon Marnie, ABC Radio weekends will continues to engage	Dr Joanna McMillan Reach: 11560

	with ICC Sydney to discuss the latest in seasonal food being serviced up at the venue. In August alone, ICC Sydney participated in three on air interviews. The nutritionists we engaged continue to refer to us as a venue “that’s getting it right”.	 Dr Joanna McMillan @joannanutrition Great to see this amazing, nutrition-led approach to food with @ICCSyd in #sydneyviewsmag goo.gl/1QrLsB fb.me/28jYkJRGE 7:48 PM - 2 Mar 2016 1 Retweet 2 Likes
Academia	UTS engagement in the development of the case study has evolved to ongoing involvement. They even fly to IMEX at the University's expense to participate in the media conference. We are now being positioned in several case studies in regards to Innovation and Supply Chain Management.	 DR. CARMEL FOLEY UTS BUSINESS SCHOOL ASSOCIATE PROFESSOR
Corporate Australia & Start Ups	ICC Sydney included in a <u>Deloitte Innovation survey</u> which includes its FYP campaign.	 Deloitte. Featured Topics Industries Stories from Sydney's creators - International Convention Centre Topics: INNOVATION SHAPING FUTURE CITIES http://blog.deloitte.com.au/stories-sydneys-creators-international-convention-centre/
Community	See <u>UTS case study</u> for detailed results. Continuing on from the success of the case study launch, ICC Sydney is now featuring local producers and their regions in a monthly update from the kitchen.	 ICC SYDNEY CULINARY UPDATE Culinary Update 31 August 2017 ICC Sydney Executive Chef Tony Panetta reveals the kitchen's produce of the month Known as one of the world's finest delicacies, truffles are an ingredient many chefs can't wait to get their hands on. Tarago Truffles, grown in the Tarago-Bungendore area of New South Wales' Southern Highlands, have been a feature winter ingredient in Executive Chef Tony Panetta's dishes here at ICC Sydney. In fact, this season he's ordered 4kg to use in dishes such as crab and truffle, wrapped in fresh asparagus from the Hawkesbury, and to add punch to sides like potato truffle, truffle butter and even truffle pizza. "A true local delicacy, the intense earthy fragrance adds a unique flavour and aroma to a meal and also goes well thinly sliced alongside soft cheese or salmon or finely grated on top of a creamy pasta dish or with poultry," Panetta said. A family business, Tarago Truffles is owned and managed by Anne and Doreen Sturges. Starting with an initial planting of 500 inoculated oaks and hazels in 2002, today the business is a successful commercial truffle of 4,500 trees. Anne Sturges said New South Wales is home to some of the best truffles in Australia and she and her husband Doreen are thrilled to be working with ICC Sydney and the venue's passionate culinary team. "We take great pride and care in harvesting our truffles and are delighted to know that these delicacies have been enjoyed by delegates from across the globe at ICC Sydney," Mrs Sturges said. Keep an eye out next month for the ingredient Tony and the culinary team will be loving in September. To find out more about ICC Sydney, visit www.iccsydney.com and to join the conversation, visit Facebook LinkedIn Instagram or Twitter

ICC Sydney Team Members	FYP is now embedded across the business. Now an organisational philosophy, FYP is introduced when new team member commence, it's embedded within procurement processes and updates are provided at monthly team meetings. Every department is encouraged to feed the performance of our clients and delegates.	Team Update end Feb 2017 
--------------------------------	---	--

CREATE MEDIA AWARENESS & DRIVE ENGAGEMENT

TARGETS

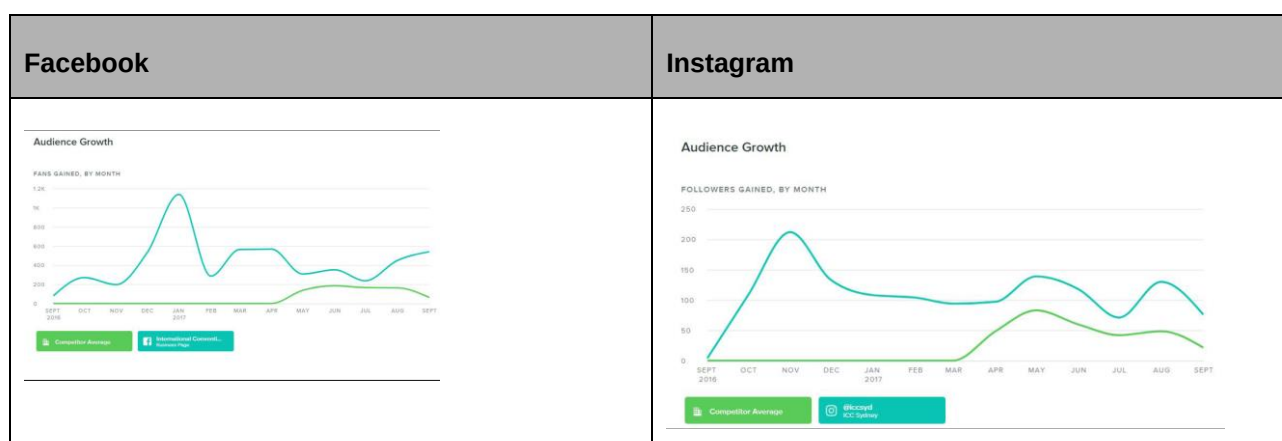
- Achieve social media engagement levels higher than the industry standard ✓
- Secure at least 30 feature media stories across the six key campaign elements (events) with media coverage advertising value equivalent (AVE) of at least one million dollars ✓

RESULTS

To date, ICC Sydney's FYP has been featured in **82 pieces of coverage**, including print, broadcast and online. Both national and international publications have covered this initiative, reaching an audience of almost half a million with an AVE of over **AU\$1.8 million** from a culinary marketing campaign budget of AU\$281,000.

The event services industry standard for online engagement is 1%, ICC Sydney achieves a minimum of 3% across its engagement spectrum which sits at around 16% engagement for food related posts.

The growth of our followers also outperforms our peers.



Since the February 2016 launch, ICC Sydney social channels have generated over 48 million impressions and 57.5K followers. For ICC Sydney food 293 public social media mentions generated from the campaign (which only includes publicly listed). Social media mentions from March - September 2017 generated a reach of over 2.7million.

Today's social media stats:

Facebook – 46,000+ likes

Insta – 1,370 followers

Twitter – 1,000+ followers.

The advertising value equivalent of media coverage during each of the key events to promote the FYP campaign exceeded the investment in the events. See 3.3 for results.

HAVE A POSITIVE IMPACT ON OUR COMMUNITY TARGETS

- Deliver economic impact for the communities that our supply chain reaches ✓
- Embed across every ICC Sydney department ✓

RESULTS

The convention centre's success is supported by Feeding Your Performance, a philosophy that is now embedded across the venue's operations, including the on-boarding of new suppliers and team members.

Today, ICC Sydney feeds the performance of its delegates and visitors, its own people and the intellectual and economic performance of the city as well as its surrounding regional areas. The catalyst for the legacy program was the launch of ICC Sydney's unprecedented culinary proposition, which focuses on sourcing highly nutritious ingredients locally. This has informed the development of unique relationships in which ICC Sydney collaborates with a network of 65 New South Wales (NSW) farmers directly or through co-ops and boutique providores. These agreements provide financial security for suppliers, driving employment and growth opportunities in regional areas. Additionally, the resulting menus at ICC Sydney, and its marketing of the program, showcase the best NSW produce and its providence, encouraging pre and post-event touring to beautiful regions across the State. By combining fresh, local ingredients in healthy meals designed specifically to aid concentration, stamina and focus, the Feeding Your Performance philosophy also highlights the importance of nutrition on delegate experience and seeks to drive behaviour change.

The first report will be delivered by UTS on the impact of FYP after 12 months of operation, in December 2017 with the report due in early 2018.

- 80% NSW wine list has resulted in 80% NSW wine consumption
- Positive client feedback on philosophy and quality of produce, increased attendance at events
- Anecdotal evidence of financial security, increased sales, product development, sustainability awareness in communities from producers
- See [UTS case study](#) for detailed results.